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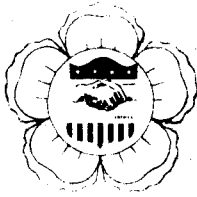
The Graduate School
of
Public Administration
of
Seoul National University



Elwyn A. Mauck



Seoul, Korea



International Cooperation Administration
UNITED STATES OPERATIONS MISSION TO KOREA

APO 301, San Francisco, California

June 19, 1962

Prof. George A. Warp, Director
Korean Program in Public Administration
364 Ford Hall
University of Minnesota
Minneapolis 14, Minnesota

Dear Professor Warp:

Transmitted with this letter is a copy of Dr. Elwyn A. Mauck's final report prepared at the conclusion of his tour of duty at the Graduate School of Public Administration; five copies will follow by surface mail.

This will be of interest to you and to others working in the Korean Program in Public Administration.

Sincerely,

Chid

C. W. Wood
Chief Adviser in Korea
Seoul National University
Cooperative Project

CW:wjh

Encl.

cc: Dr. Tracy F. Tyler

June 17, 1962

Dr. Henry F. Tyler, Campus Coordinator
Social National University Cooperative Project
101 Johnson Hall
University of Minnesota
Minneapolis 14, Minnesota

Dear Dr. Tyler:

Transmitted with this letter is a copy of Dr. Klara A. Pomeroy's final report prepared at the conclusion of his term of duty at the University School of Public Administration. This report will follow by express mail.

Sincerely,

C. H. H.

C. H. Hood
Chief Advisor in Charge
Social National University
Cooperative Project

cc: [unclear]

cc: [unclear]

cc: Dr. William H. Wilkey (w/1 copy of report)
Prof. Frank [unclear] (w/1 copy of report)
Prof. George A. [unclear]

Page 1

THE UNITED STATES OF AMERICA
DEPARTMENT OF JUSTICE
FEDERAL BUREAU OF INVESTIGATION

Washington, D. C.

Report of Special Agent in Charge
Name: [REDACTED]
Title: [REDACTED]
Date: [REDACTED]

[REDACTED]

Approved: [REDACTED]
Special Agent in Charge

The Graduate School of Public Administration
of
Seoul National University

PROJECT TERMINATION REPORT

by

Elwyn A. Mauck
Principal Public Administration Adviser
University of Minnesota Group
United States Operations Mission to Korea

June 1962

Seoul, Korea

The Graduate School of Public Administration
Seoul National University

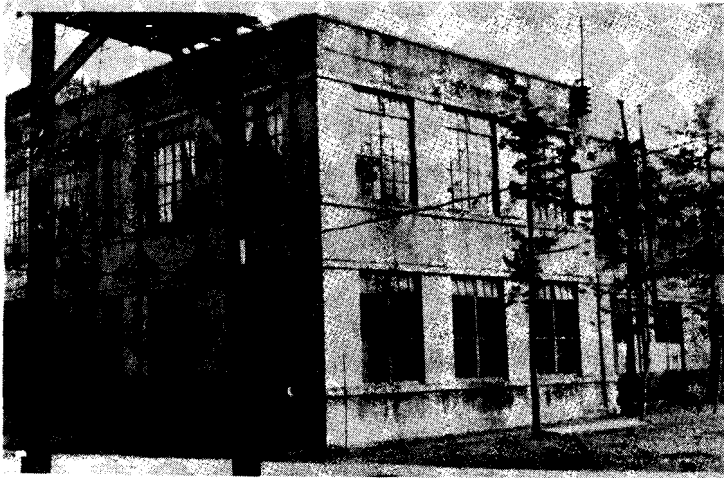


Figure 1
Building at time of its
transfer for use by the
School, Summer 1958

Figure 2
The School's home after
completion of the initial
task of building rehabil-
itation, Summer 1959

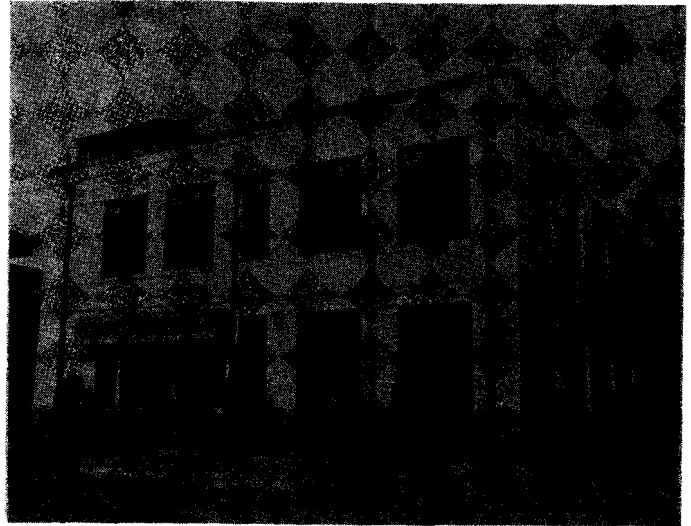


Figure 3
Current appearance of
the building after
addition of third story,
Spring 1962

PREFACE

The following report attempts to summarize and evaluate the activities pertaining to the establishment of the Graduate School of Public Administration at Seoul National University from the time of its earliest conception to the end of the cooperative project under which the University of Minnesota has rendered the assistance prescribed by agreement between Korean and United States Governments. Although terminal reports submitted by technical advisers normally cover only their personal experiences, observations and recommendations, this report embraces a wider scope in order that the entire program relating to the School may be seen in a single document. Since each of the other University of Minnesota advisers assigned to the School has submitted his own report covering his specific area of responsibility, this report does not attempt to expand further their discussions of such areas.

In addition to an account of past events and a description of the School's current status, this report includes also some conclusions and recommendations that may be useful to staff members both of USOM and of the School to aid them in further guidance of the School's development.

The writer's tour of duty in Korea has overlapped that of all the University of Minnesota advisers to the School, with but one exception, and he wishes to express his appreciation for the opportunity of working in close cooperation with them. He and his wife have experienced many interesting and pleasant associations, both official and social, with persons in the University of Minnesota Group, in USOM, and in Seoul's American or foreign community generally. They are especially appreciative, however, to have had the exceptional opportunity to work and associate closely with a large number of Korean people in the School, in the University and in the various social, civic, educational and charitable organizations in which they participated. For all of these opportunities, they shall be always grateful.

CONTENTS

Report

	Page
I Korea's Needs for Training and Education in Public Administration	1
II Some Current Efforts to Meet These Needs	5
III The Graduate School of Public Administration of Seoul National University	
(1) Objectives in Founding the School	7
(2) First Phase--Founding the School, March 1955 to March 1959	8
(3) Second Phase--Placing the School into Operation, April 1959 to March 1961	13
(4) Third Phase--Revising and Upgrading the School's Program, April 1961 to June 1962	17
IV Further Needs of the School as of the Close of the Project	23
V Conclusions and Recommendations	27

Appendices

A Former University of Minnesota Participants Selected to Staff the Graduate School of Public Administration	31
B University of Minnesota Advisers and Staff at the Graduate School of Public Administration	33
C Chief Administrative Officers of the Graduate School of Public Administration	34
D Current Curriculum of the Graduate School of Public Administration	35
E Thesis Titles of the School's Graduates	37

	Page
F Positions Currently Held by the School's 1961 Graduates	44
G Other Professional Activities of the Permanent Teaching Staff Members of the School	46
H Selected Publications of Project-Trained Faculty Members	49

THE GRADUATE SCHOOL OF PUBLIC ADMINISTRATION
OF
SEOUL NATIONAL UNIVERSITY

I. Korea's Needs for Training and Education in Public Administration

The founding of the Graduate School of Public Administration is part of a major cooperative aid undertaking for the economic and social rehabilitation and development of Korea, an undertaking in which the United States, as well as several other countries, are participating. As is true of many other nations in the world today, Korea aspires to transform itself through such assistance from an under-developed country into a modern nation among those in the vanguard of economic and social progress. It currently has a population of approximately 25 million persons, for whom it wishes to provide those services of government that are normally accepted as essential to modern society. The problems of providing such services, however, are accentuated by the fact that Korea is not only one of the most densely populated areas of the world but is also experiencing a very rapid growth rate. Under these circumstances of a large and growing population concentrated in a small area, the role of modern government becomes an extremely important factor in the social structure.

Modern government in Korea, as elsewhere, has become virtually synonymous with big government, because a large officialdom is necessary to cope with the many complex social problems resulting from its conditions and aspirations. Even the limited functions of maintenance of law and order, minimal protection against hazards to health, provision

for elementary educational facilities, the supply of a few basic public services, and protection against the ever present threat of foreign aggression require many public employees. However, modern societies everywhere are placing increased emphasis on broader service-oriented governments; and Korea is no exception. Koreans want and expect their government to educate their children to advanced levels, provide welfare services for the poor and unfortunate, aid the disaster, depressed or under-developed areas, regulate the economic order in sectors that might otherwise operate contrary to the public interest, provide recreational and cultural facilities, and to engage in major public works activities. The provision of services such as these requires the existence of big government or, more specifically, a large and complex executive branch of government with many employees.

It is commonly accepted today that executive responsibilities in big government can best be met through personnel educated or trained in the techniques of modern public administration. Only through modern public administration methods can such government be efficient and economical in its operations. Such methods help to ensure that public officials and employees are well qualified to perform their various tasks, impartial in their dealings with the public, eager to provide good service, non-political in their outlook, personally honest, and responsive to the public will. These methods tend to develop more effective forms of organization, better procedures to accomplish the desired purposes, and improved services at lower costs. Failure to abide by the principles

of modern public administration can result in the government's partial or complete inability to provide the services desired.

Korea has not enjoyed the advantages of modern public administration. It was severely handicapped by the fact that the introduction of the modern era in Korea coincided with Japanese domination of the peninsula. During this period of Japanese control, the governmental powers and top operational responsibilities were monopolized by Japanese officials, and Koreans had very limited opportunities to learn administrative techniques, modern or otherwise. A start in securing the needed training was made after freedom was obtained in 1945, but the Korean War only a few years later decimated Korea's manpower and permanently removed many persons who possessed at least some of the necessary administrative skills and knowledge.

Furthermore, Korea's administrative techniques have been under a serious handicap because the school system in Korea did not train persons in the appropriate subjects nor did it utilize the most effective educational methods. Because of the lack of a public administration educational program in the past, there are now many persons who require training in this subject area. Those who currently occupy responsible positions in the Korean government and especially those who probably will remain for some years in such positions need the new training to enable them to fulfill their functions most satisfactorily. Also, appropriate preparatory education is needed for students in the colleges and universities who aspire to enter public service. When such education replaces

that provided in the past, the Korean government can recruit employees who are already knowledgeable regarding the theories and practices of modern public administration when they enter their first positions.

Korea's public administration education and training efforts have been defective because of their emphasis on content of laws and decrees rather than on the services being performed by government, the administrative techniques for supplying such services, techniques of modern personnel management, problems of administrative improvement, and similar subjects. Under a modern approach, laws and decrees become merely the necessary instruments for providing the services desired by the people, rather than the original sources through which the administrative operations of government are studied. Another deficiency relates to techniques of teaching and learning, which emphasize student memorization of subject matter and the lecture method of instruction. These methods tend to discourage independence of thought and any desire by the student to engage in further inquiry.

In the public administration area, Korea needs a body of indigenous literature to be used in its educational institutions as a basis of textbooks, research and supplemental reading. Such literature, in addition to appropriate foreign materials, would become the major basis of classroom discussions, student reports, seminars, field trips, special projects, problem solving, and other methods utilized in modern education to stimulate the students' interest and desire to understand more fully the subject being studied.

II. Some Current Efforts to Meet These Needs

In recent years, various efforts have been and are being made to provide Korea with the needed facilities for training its people in the techniques of modern public administration. In some instances, such public administration training is only an incidental part of a larger program of international technical cooperation. For example, the USOM programs of aid in transportation, communications, industrial development, and rural development rely heavily on good administrative practices in the Korean government for their success. The installation of improved administrative methods consequently constitutes a significant part of these programs, including the training of personnel in the use of these new methods.

The Public Services Division of USOM is even more closely identified with the problem of training Korean government officials in better administrative methods. As well as aiding the USOM programs in areas such as those listed, it provides advice and assistance directly to the major staff agencies of the Korean government which have responsibilities that are purely administrative in nature. Public administration skills and knowledge are necessarily a basic segment of this type of technical assistance. If such skills and knowledge are imparted through training in formalized, group programs, they are sometimes offered in cooperation with the Central Officials Training Institute (COTI). With help from USOM through the University of Minnesota contract, this agency provides various training programs for government employees, including courses in the public administration area.

Unrelated to USOM technical assistance, many other agencies of the Korean government also offer in-service training in public administration and other subjects. Various ministries and independent agencies either conduct regular in-service training classes for their employees or they hold special seminars for them from time to time. A number of provincial and local government institutes also have been established to provide similar classes and seminars.

Within the past few years, several Korean institutions of higher learning began to modify their academic programs to include the field of modern public administration. In virtually all instances, the new subject was incorporated into other curricula at the undergraduate level. The Law College of Seoul National University had offered a curriculum identified as public administration for several years, but it was modified only recently to reduce its major emphasis on administrative law. Yonsei University has had an undergraduate Department of Public Administration separate from its Department of Political Science for several years. Approximately one year ago, Korea University announced the creation of a Public Administration Research Center, and two years ago three institutions, namely Kyunghee, Hanyang and Tongkuk Universities, were given authority to create departments of public administration. They enrolled their first students in these departments in April 1960.

III. The Graduate School of Public Administration of Seoul National University

(1) Objectives in Founding the School

By far the most significant of recent efforts, however, to meet Korea's educational and training needs in modern public administration was the founding of the Graduate School of Public Administration as a unit of Seoul National University. In fact, the introduction of public administration courses in the other colleges and universities, or the modification of their older courses to shift the emphasis to more modern approaches, stems largely from the existence of this School. Although only slightly more than three years old, the School already has made a decided impact, both on educational programs of other institutions and on administrative methods in the Korean government.

The School was founded to achieve the following objectives: First, it was to provide Korea with a western type of academic training in modern public administration at the graduate level. In the second place, its objective was to train persons for the top administrative posts in the Korean government. Thirdly, it was to reach both the incumbents in important government posts and the pre-service group of college students who were preparing to enter positions in the public service. As an important adjunct to these educational and training objectives, its fourth purpose was to pioneer in public administration research methods in Korea. Finally, the new School was to provide a reference and consultation service in the area of public administration for officials of the Korean government. Each of these five objectives were adopted to supply a service or meet a need in Korea that was extremely important

and urgent in the nation's efforts toward social and economic development.

(2) First Phase -- Founding the School, March 1955 to March 1959

The short history of the School to the present time consists of three major phases in the cooperative efforts of USOM, the University of Minnesota and Seoul National University to establish such an institution. The first phase was that of founding the School, covering the period from March 1955, when the first formal consultations on the subject were undertaken, to March 1959, when the new School was about to open its doors for the first time. Even before March 1955, however, informal discussions on this subject were held between interested Koreans and Dr. Chester Wood, Chief of the Education Division of the United States aid program, and Dr. Arthur E. Schneider, Chief Adviser of the University of Minnesota Group in Korea.

To assist Korea in reaching the basic decision as to whether such a school should be established, Dr. Lloyd M. Short, Chairman of the University of Minnesota's Department of Political Science, visited Korea by invitation in March, 1955. Subsequently it was decided to establish such a school, and in the following year a special committee was formed to inspect a similar institution founded a few years earlier in the Philippines. This committee left for Manila on July 27 and returned August 3, 1956. In addition to several USOM officials, it consisted of representatives from the Seoul National University Law College and from the Ministries of Education, Home Affairs, Reconstruction, and Health

and Social Affairs. Upon its return, the committee filed a report on its trip and recommended that action be taken to create a school of public administration in Korea.

After acceptance of the recommendations by representatives of the United States and Korean governments, an existing technical assistance contract with the University of Minnesota was expanded to include the area of public administration. The contract amendment was signed on February 11, 1957, and a month later Professor George A. Warp of the University of Minnesota visited Korea for several weeks to draft specific plans for establishment of the School. While conducting his survey to ascertain the precise nature of Korea's needs, he also joined with Seoul National University officials to interview a group of young men from among whom were to be selected the first faculty members of the School. They were to receive their appointments after having received appropriate education and training in the United States. Professor Warp's report, filed the following June, provided the basic outlines of the School's structure, program and operations. The Korean government presidential decree, however, that formally authorized the establishment of the School of Public Administration, was not issued until January 19, 1959, only approximately two months before the School was scheduled to open. It specified that the School was to be attached to the College of Law and that the Law College Dean should serve ex-officio as dean of the new School. A special committee was later appointed from the Law College faculty to supervise the work of the School.

Despite the delay in formal documentation, the work of founding the School proceeded rapidly. Before Professor Warp's departure from Korea, eleven training participants were selected; and they left for the University of Minnesota to begin their graduate studies in August 1957. One year later a group of eight additional participants was sent also to the University of Minnesota for graduate study. In August 1958, after having received one year of instruction, seven members of the original group returned to Korea to prepare for the courses they were to teach when the School opened in April 1959.¹

The appointment of professors by the University of Minnesota to serve as advisers in founding the new School also proceeded without undue delay. During this first phase of the project, three advisers and a secretary were sent to assist Seoul National University for terms that varied from six months to two years. The first adviser arrived in Seoul in March 1958, and the two additional advisers arrived approximately five months later. Early in 1959, the secretary arrived and one adviser departed upon completion of his six-month assignment.²

An initial problem for the School's planners was that of obtaining a building to house it and furniture to equip the classrooms, offices and library. Eventually, an old two-story building located next to the Law College was acquired. During the latter part of 1958 and early 1959, it was renovated and equipped for use by the School. New furniture was designed, manufactured and installed prior to the School's opening. Approximately one-quarter of the cost of renovation and furniture was

1. See Appendix A for data on all School participants.

2. See Appendix B for data on University of Minnesota advisers and staff.

paid from counterpart funds; the remainder was paid from Seoul National University funds.

As the result of a planned book acquisition program, relatively prompt action was experienced in equipping the new specialized Library of the School. Through close collaboration with the library staff of the Public Administration Center of the University of Minnesota, the first books for the School arrived in Korea in June 1958; and they continued to flow from the United States into the School's Library in a constant stream from that time forward. A program for the acquisition of Korean and Japanese library material was also initiated during the summer of 1958.

Another primary responsibility of the advisers and Korean staff during 1958 and early 1959 was construction of the School's curriculum and its research program. After extensive consultation through correspondence and study of the activities of similar institutions in other Asian countries, they agreed on a curriculum consisting of optional and required public administration courses, courses supplemental to those in public administration, and advanced study seminars.³ They also agreed that the program of research activities should be directed toward producing materials needed in the teaching of the courses. Simultaneously with construction of the curriculum, decisions were made regarding assignments of the new teaching staff members to specific courses.

A final area of decisions and activities prior to the School's opening was that of determining the composition of the student body, setting the

3. See Appendix D for current curriculum.

standards for admission, and administering the selection system for admission of students to the first entering class of the School. The presidential decree permitted the School to admit one hundred new students each year. It was decided to adopt almost identical curricula for recent college graduates, who were to be admitted into the day program, and for persons already in government service, who were to attend in the evening. It was determined that the training course should extend over two academic years, the first year devoted to class attendance and the second to writing of theses. The day and evening curricula differed only in that the day students were to be given a period of internship, to offset the experience in government service already possessed by the evening students. Written and oral entrance examinations were established to aid in ascertaining the candidate's knowledge of various subject fields, in judging his personal characteristics, and in evaluating his command of the English language.

Upon completion and acceptance of the plans and preparatory work, the establishment of the School was announced through appropriate publicity, and the first class of students was selected in late March 1959. One hundred three candidates were admitted from among the four hundred fifty-eight who applied, thirty-five in the day program and sixty-eight in the evening.

(3) Second Phase -- Placing the School into Operation,
April 1959 to March 1961

The second phase of the project consisted of placing the School into full operation, a phase that occupied the period from April 1959 through March 1961. It was initiated by the formal opening of the School and the beginning of classes early in April of 1959.

To assist the School during this phase, five additional advisers were appointed by the University of Minnesota, and they arrived in Seoul during the two and one-half month period from late June to early September 1959. Three advisers were appointed for one-year duty tours, and two were chosen for two-year tours. They were to assist primarily (a) in development of the courses, most of which were being taught for the first time by the newly trained teaching staff; (b) in launching the research program, the techniques of which were virtually unknown in Korea; and (c) in general administration of the new School, which was introducing an entirely new subject of study, as well as new approaches, to Korea.

Whereas the advisers during the first phase had primary responsibility in the areas of the School's administration, library development, and research, four of the new advisers were assigned to work in the designated areas of financial administration, personnel administration, accounting, and organization and methods. The fifth new person constituted a replacement for the research adviser who had completed his tour during the project's first phase.⁴

4. See Appendix B.

Each of the seven advisers to the School during the second phase was to work with the specific counterparts responsible for administering the School's affairs, supervising the Library, coordinating the research activities, or teaching the courses.

During this second phase of the School project, the remaining twelve participants returned from the United States and were given teaching assignments in the School.⁵ In accordance with previous plans for the entire group of nineteen participants, those whose work showed greatest promise were appointed first to permanent positions on the School's faculty, and the remainder were temporarily given part-time teaching appointments. One of these part-time instructors was, after a year of experience, also given a permanent appointment.

The major problems to be solved during this second project phase of the School's development were several. In the first place, a matter of highest urgency was content planning for each course being offered. The advisers and the staff members who constituted their counterparts discussed at length questions such as material to be included, its arrangement for logical sequence, techniques of presentation, availability of library material, and other similar problems. Outlines were prepared jointly for all courses. To observe the teaching methods, the advisers visited the various classes from time to time, and occasionally they gave demonstration lectures. They also assisted the faculty members in developing bibliographical material, and they participated in the acquisition of additional books to be placed in the Library. The

5. Except that the final two participants began teaching in April 1961, the beginning of the third phase. See Appendix A.

construction and administration of quizzes and examinations in the courses were also the product of joint endeavor of faculty members and advisers.

An undertaking of major proportions was the launching of the intern program for the day students after their completion of one academic year of course work. This type of program was wholly unknown in Korea, and it required much preparatory planning on the part of the staff, assisted by the advisers. There also had to be the necessary explanations to the government officials whose cooperation was required, and arrangements for accepting the interns had to be made with appropriate government agencies. After the explanations and arrangements were almost completed, the revolution of April 1960 removed virtually all the key figures from the Korean government and necessitated beginning anew, first with the "caretaker" government and then with the government elected in the summer of 1960. Despite these difficulties, the intern program was initiated, although considerably delayed, and was brought to conclusion late in the year. The following year's intern program was again destined to be interrupted by revolution.

Equally important as the intern plan in the School's program was the requirement that every candidate for the master's degree write a thesis. The description of uniform and minimum standards, the approval of topics submitted by the students, the supervision of planning and writing the theses, the review and oral examinations on the theses, and the final determination in each instance to grant or withhold the degree required much time and effort, both because the procedure was an entirely new experience for the faculty members and because of the sheer volume of work involved.

At approximately mid-point of the project's second phase, in March 1960, the School admitted its second class of students. The number of applicants again greatly exceeded the School quota, but after a battery of entrance examinations were given, thirty were eventually enrolled in the day program and seventy in the evening, including two women, the first of their sex to be admitted to the School.

In July of 1960, the School was separated by executive decree from the College of Law, and it became an independent unit in the University's system of graduate education. However, a serious crisis arose when intense differences developed in the faculty's efforts to select the School's first full-time dean, a crisis that resulted in inadequate leadership for the School until it was resolved approximately nine months later. The crisis was heightened and extended also as an aftermath of the April 1960 student revolution.

As a further result of the student revolution, other serious difficulties arose in the School when some students and faculty members engaged in maneuvers, intrigues and pressures to expell certain members of the faculty who had incurred their displeasure. Such techniques were being employed in colleges and universities throughout Korea during this chaotic period, and these efforts in the School were partially and temporarily successful.

The second phase of the project came to an end in late March 1961 when the School participated in the Seoul National University commencement exercises. At these ceremonies, eighty of the School's graduates

received their degrees of Master of Public Administration, but seven additional members of the first entering class obtained their degrees the following September.

(4) Third Phase -- Revising and Upgrading the School's Program,
April 1961 to June 1962

The third and final third phase of the project began in April 1961. As of this month, the difficulties had been overcome, the School had graduated its first class, all participants had returned from training abroad, the School's first full-time dean had been selected, and its third class had been admitted. Despite this auspicious outlook for the School, there suddenly occurred a series of major events that seriously disrupted its work and changed the nature of its activities to a marked degree.

The military coup that overthrew the Korean government in May 1961 resulted in (a) the sudden dismissal of two permanent staff members, (b) two lengthy official missions abroad by the newly-appointed dean, (c) many time-consuming government assignments for members of the faculty, (d) further disruption of the intern program, (e) severe restrictions on independent research, and (f) loss of employment opportunities to some of the School's graduates because of lack of military service or for other reasons. Simultaneously, however, the coup provided an unprecedented opportunity (a) for faculty members to gain valuable experience in important government assignments, (b) for students to be accepted more readily by government officials to serve as interns, and (c) for the qualified graduates to be appointed to positions that would utilize their

training most effectively.

A second disruptive event causing major difficulties to arise in the School was the abrupt resignation of the dean after a very short period of service. The action was prompted by some basic disagreements within the School, but which also involved University headquarters and two Korean government ministries. The matter remained unsettled from September 1961 to February 1962, leaving the School virtually leaderless during this period. The difficulty was resolved when the new dean assumed office February 15, 1962.

A serious financial crisis in Seoul National University also had its adverse effect on the School. The centralization of the administration of PTA funds on a University-wide basis and the subsequent nationwide prohibition against collection of PTA fees decreed by the Korean government had a major impact on the School's financial resources. There were several delays in meeting the School's payroll and some readjustments were made before the crisis was eventually resolved.

A further disturbing element was the premature termination of the project, in the opinion of faculty members and others most familiar with it. The June 1962 termination was disappointing to the faculty and staff of the School who had hoped and expected that the assistance program would be carried to its logical conclusion. An extension for the project had been requested by the School and approved by the University, the Ministry of Education, and the Ministry of Cabinet Administration, but action on the request then ceased for apparently extraneous reasons.

Despite these difficulties, however, the third phase was one of substantial progress and development in the School. In March 1962, the number of candidates for admission to the day program again was five times greater than the number of vacancies. The faculty members administering the entrance examinations were of the opinion that, in comparing the four registrations from 1959 through 1962, the candidates in each succeeding year were superior to their predecessors. It was observed especially that students with excellent undergraduate academic standings and records of student leadership continued to apply for admission each year. Also in the evening program, as the standards of the School became better understood among government officials, the quality of their nominees greatly improved during the three-year period. Political pressures from government sources for certain candidates, which were quite significant at the outset, tended to diminish and virtually disappeared under the military government.

The School's growing prestige and popularity were also demonstrated by its experiment, begun in April 1961, in the admission of special students. Twenty-two such students were admitted for the first experiment, but a year later, eighty-one candidates sought admission on this basis, from whom twenty-one students were selected. Also in April 1962, the Minister of Cabinet Administration, believing the needs of the government warranted further expansion, negotiated with School authorities to admit a group of twenty-six additional special students, for whom the Korean government would pay half the tuition costs. Under this experi-

mental plan, all special students take a full work load of courses, but they write no theses, and after completion of the two-year program they receive a certificate instead of a degree.

Progress was experienced also in the area of improved student morale. Student morale had reached a very low ebb during the first year of the School's operations, probably as a result of (a) excessive promises when they were recruited, (b) a growing realization of the uncertainties regarding job opportunities, and (c) deficiencies in the School resulting, in part, from the limited experience of its teaching staff. The period immediately following the April 1960 revolution was one of extravagant student demands and chaotic conditions in the School similar to that which prevailed throughout Korea. From that point forward, however, there was gradual improvement in morale (a) as students became more realistic, (b) as job opportunities began to develop through the intern program, and (c) as the faculty members increased their competence through further study, governmental activities and experience in their teaching responsibilities.

As a natural result of having gained teaching experience, the staff members became the most important single factor ensuring the success of the School. Except for one permanent faculty member who had returned to the United States for further training, every former participant received a teaching assignment and was on the permanent or part-time faculty of the School. The fact that faculty members were being consulted by government officials to an ever increasing degree on important, high-level administrative problems also demonstrated the growing prestige of

the School.⁶ Most of the staff members were quite prolific in writing on professional matters for publication in the daily press and in various journals. Several had written and published textbooks before the project ended.⁷

The size of the University of Minnesota advisory staff during the third phase experienced a substantial reduction from that in the preceding phase. From seven advisers, the number was reduced to three and finally to two. The nature of their assignments also underwent some modification. The principal adviser throughout this period consulted primarily on matters of School operations; the research adviser worked both with the Research Center and with individual professors on their research activities until his departure in September 1961; and the personnel administration adviser assisted primarily in that area until the completion of his assignment in June 1961. An additional adviser arrived in Korea during the summer of 1961 to serve during the final eleven months as adviser in academic instruction.

In regard to the instructional program of the School, there had been no modifications in the curriculum since the School had opened, but, during the third phase of the project, some course changes, the need for which had become obvious, were made. A law course was eliminated, and the broad introductory course was narrowed to embrace only organization and management. The accounting course was divided into required and optional parts, and the subjects of social psychology and welfare administration were added to the curriculum.⁸ The semester hours of

6. See Appendix G for a list of their major activities.

7. See Appendix H for a selected list of such publications.

8. See Appendix D for current curriculum.

work in the School required for graduation were increased from 24 to 28.

The outlines for all courses continued to be modified annually through the introduction of new material and through rearrangement of the existing material. Additional classroom teaching materials were produced, and more classroom teaching equipment was acquired from the United States.

In regard to research and publications, an integrated research program had been prepared for guidance of students and faculty members, and a number of student theses had been written in accordance with the suggestions containing therein. During the final phase, however, the research efforts of both students and faculty members were diverted to meeting the immediate requirements of the military government, and independent research became quite difficult. The Research Center participated in several more opinion polls, a type of research that it had initiated in the preceding phase. Since the opinion polls constituted the first work of this nature in Korea, the Korean government's Office of Public Information had cited the Center for the public service it represented. Responsibility for publishing a public administration newsletter, begun in April, was assumed by the Korean Association for Public Administration (KAPA).

In regard to the School's physical facilities, the two-story building was found to be inadequate, and consequently a third story was added. At the time of the project's termination, construction was just completed, all of the needed classroom and office equipment had been acquired and installed, and use of the new space had just begun.

The Library was developed during the project until over 7800 volumes had been obtained and made available for use. Over 6800 volumes consisted of western materials acquired through the project, but the School had obtained also almost 1000 volumes of oriental publications. After several years of effort, the School eventually had succeeded in employing two trained librarians to head the Library staff.

As the project reached its end in June 1962, the School was approaching the mid-term point in the fourth year of its operations. Undoubtedly, it was functioning more smoothly and more successfully than at any previous time in its short history.

IV. Further Needs of the School as of the Close of the Project

As of the end of the project, the fundamental pattern of the School's operations has been firmly established, but many needs and deficiencies in the School require further attention. During the project, a foundation was laid consisting of (a) a legal basis for the School, (b) staff training, (c) course planning, (d) administrative organization, (e) careful experimentation, (f) a fully adequate physical plant, and (g) some experience in actual operations. This section of the report discusses the unmet needs and future requirements necessary to raise the School's standards to the levels visualized when the project was undertaken.

In the first place, the curriculum in general, as well as the various course offerings, require further strengthening. Course subjects need continuous rearrangement as a result of accumulated teaching experience and of changing circumstances in the Korean government. As first offered,

the courses were heavily dependent on American material; but, with the beginning of the third and fourth years of operations, the substitution of increasing amounts of Korean material became feasible. New textbooks written by some faculty members were introduced into the course structure, constituting a new experimental phase for the School. Much additional collateral reading, however, should be brought into the courses, as well as the introduction of observation visits to government agencies. Discussion and student report techniques are utilized in some courses, but their use should be broadened. The audio-visual equipment gradually is being injected into the teaching patterns, but the statistics laboratory was completed just as the project ended. Classroom procedures are being gradually improved in regard to adherence to time schedule, compulsory attendance, fewer cancellations of class sessions, and similar matters.

Another area of continuing need is that of further staff development. The strengthening of course offerings cannot, of course, occur without improvement of the teachers. By engaging in research activity, they sharpen their investigation techniques, add to their fund of knowledge, and provide additional teaching materials for the School. Through serving on faculty committees, they are gaining insight and experience in broad educational problems. For some faculty members who were candidates for advanced degrees from the University of Minnesota, assistance was given to enable them to complete the requirements and obtain their degrees. However, further U.S. training is required for the selected staff members who demonstrated, during the period of graduate study and by their subsequent

performance at the School, their ability to pursue further graduate work for the ultimate benefit of the School. The one staff member currently in the United States is expected to return to the School in the summer of 1962 after having completed all Ph.D. degree requirements at the University of Minnesota. Gradually, the School's reliance on part-time teaching by mature scholars from other institutions is being reduced and the teaching load of the permanent faculty members is being increased.

A third area of School need is in regard to admission of its students. Improved selection processes through the review and revision of recruitment procedures should be attempted. Use of a customary entrance examination system has resulted in the selection of many good students, but no careful attempt has been made to validate the various parts of the examinations. Since the first two classes now have graduated and many former students are employed in the governments service, the opportunity exists to begin a careful evaluation of the admission tests. In administration of the entrance examinations, the customary procedures have been cumbersome, wasteful of time, and insecure. It is especially important that equal standards of admission be applied to day and evening students. If different standards are applied to the recently-admitted special students, care should be taken to ensure that they do not cause lowering of the level of instruction.

A fourth need of the School is in regard to the strengthening of research, publication, consultation services, and reference facilities. Students, as well as faculty members, should increase their independent research activities, accompanied by a greatly broadened program of

publications, including journals, monographs and research reports. Some previous publications of the School, such as the Korean government manual, require a thorough revision. A professional journal, which has been under discussion for several years, should be initiated.

A fifth need is the acceleration of library development. Although a good nucleus has been formed, many additional volumes are essential. The School's Library has approximately one-half the number of volumes found in comparable institutions in other Asian countries. Along with new acquisitions, increased shelving facilities, especially a major shift to open shelving, is being undertaken. Additional effort is needed to stimulate student library use through more assignments involving library activity.

In the sixth place, the School also is in need of improved student programs. Recently provision was made for a student social center or lounge. Student-faculty social events are quite limited. At the outset of the project, there were many extra-curricular speeches given to the student body by visitors, but because of the political disturbances they became virtually non-existent. There is also an increasing necessity for a formal and regularized procedure for placement of the School's graduates, although the opinion of some students that there should be an absolute job guarantee might be questioned.

Seventh, the School is in need of a much stronger financial basis than it has experienced in the past. The solution to this problem is extremely difficult because it is dependent on many factors, some of which are external to the School. The School always has operated on an extremely low budget, but various avenues should be explored in an attempt to discover

appropriate means to increase the School's revenues or other financial resources.

Eighth and finally, the School needs to be strengthened in its external relationships. Joint research activities with government agencies should be continued and expanded. The School's intern program, which has had only two years of experience under very adverse conditions, currently is favored by improved relationships with the government agencies. Since the School now has graduated two classes, the building of an active and loyal alumni organization has begun. The School should develop closer cooperation with other colleges and universities in order to share research and teaching experiences, as well as to enable it to draw on them for future graduate students in the School. Although there have been some cooperative activities with the Central Officials Training Institute, they should be greatly expanded in order to strengthen the programs of both institutions. Although the School was separated from the Law College in July 1960, close informal relationships between the two institutions should continue.

V. Conclusions and Recommendations

Although many of the needs of the School can be and are being met primarily by Korean efforts, assistance from the United States is also required if the School is to reach its ultimate objectives.

The School's advisory needs consist of a full-time adviser plus several other advisers who might serve for short periods only. The full-time adviser is required to assist on the various continuing problems

of the School discussed in the preceding section which its staff is not yet able to solve independently. The short-term advisers would differ in that they would be employed only as the need arose in specialized areas, such as statistics or government enterprise. Such short-term personnel would also participate in special seminars, conferences or workshops to study specific problems and to stimulate interest in discovering and applying solutions to such problems. They might be employed for periods ranging from several weeks to several months.

In addition to advisory assistance, the attempts to strengthen the teaching program through material assistance should have continued U.S. financial support, but on a reduced scale. The statistics laboratory, when in full operation, may require some additional calculators. The Research Center is in need of a key punching machine, verifier and sorter to enable it to conduct statistical research as well as to train students in the use of such machines. Some other minor items of classroom and office equipment also may be required.

Continued assistance is needed for further training of the staff both in Korea and abroad. The plan of the project from the outset was that some participants would remain in the United States long enough to enable them to complete their preliminary requirements for the doctor's degrees, after which they would return to Korea and write their dissertations under the supervision of the advisers. One staff member has completed his work under this plan, but others barely have begun this difficult task.

Other participants, however, had returned to Korea after the expiration of their one-year appointments. Two staff members in this group wrote their masters theses and received their degrees after their return to Korea, but several others have yet to write their theses. It was planned that the most promising staff members in this group should return to the United States at a later date as second-time participants to proceed toward their doctor's degrees.⁹

A major task of the adviser, who must necessarily be a public administration educator, would be the supervision of the theses and dissertations prepared in Korea. No progress can be made without such direct supervision of the candidates' work.

Also, two short-term "work shop" type of tours should be provided to the Dean and Assistant Dean of the School. These tours could be of approximately four months in length, during which they would go to the United States and Asian countries to visit leading institutions that offer intensive training in public administration.

Support to the School in library development should continue at least for several more years. The purchase of U.S. books through U.S. aid funds should be maintained at the accelerated pace currently achieved. An alternative method of financing such purchases should be developed at the termination of U.S. government assistance.

In summary, the primary objectives of the continued assistance after close of the project should be: (1) To complete the development of a staff to the level that it can be considered to be relatively well trained

9. See Appendix A for list of candidacies.

and fully experienced; (2) to have an organized and enthusiastic alumni group consisting of persons in government positions in which they possess great responsibilities or, at least, growing responsibilities; (3) to have produced a body of research results very useful to Korea, thereby establishing a good reputation for the School; (4) to have stabilized the teaching and research programs at a high professional level; (5) to have developed the library facilities and other teaching materials to the point that subsequent responsibilities could be limited merely to keeping them current; and (6) to have achieved a stable financial foundation for the School to enable it to pursue its programs with little or no continuing direct financial assistance from the government of the United States. Although interest in the School and occasional assistance from USOM might continue indefinitely, private foundation aid probably will also become available from time to time. In any event, close relationships with the University of Minnesota should be maintained, and, also through various professional associations, the School always should retain its world-wide contacts in order to remain abreast constantly with modern developments in the public administration field.

APPENDIX A

Former University of Minnesota Participants Selected to Staff
The Graduate School of Public Administration

Name	Attended Minnesota		Minnesota Degrees		Current Relationship to School	
	From	To	Kind	Year Granted	Position or Rank	Subject Area
Ahn, Hae Kyun	Aug. 1957	Aug. 1958	Master's candidate		Assistant Dean, Assistant Professor, Library Director	Public Relations
Bark, Dong Suh	Aug. 1957	Sept. 1959	M.A.P.A. 1959 Ph.D. candidate(1)		Assistant Professor	Public Personnel Administration
Cho, Suk Choon	July 1958	July 1960	M.A.P.A. 1960 Ph.D. candidate		Assistant Professor	Organization and Management
Choi, Chong Ki	July 1958	July 1959	Master's candidate		Assistant Professor	International Administration
Choi, Kwang Pil	Aug. 1958	Aug. 1960	M.A.P.A. 1960		Part-time Lecturer	Government Enterprise
Kang, Pyung Kun	Aug. 1958	Dec. 1960	M.A.P.A. 1960 Ph.D. candidate		Part-time Lecturer	Research Methods
Kim, Hae Dong	Aug. 1957	Aug. 1958	M.A.P.A. 1959		Assistant Professor, Director of Research Center	Research Methods
Kim, Tae Choon	Sept. 1957	Aug. 1959	M.A.P.A. 1959		(2)	Statistics
Kim, Woon Tai	Aug. 1957	Aug. 1958	M.A.P.A. 1959		Part-time Lecturer	Government Enterprise
Lee, Joung Sik	Sept. 1957	Sept. 1958	Master's candidate		Part-time Lecturer	Public Relations

Name	Attended Minnesota		Minnesota Degrees		Current Relationship to School	
	From	To	Kind	Year Granted	Position or Rank	Subject Area
Lee, Sang Jyo	Aug. 1957	Aug. 1958	Master's candidate		Part-time Lecturer	Korean Government
Lee, Woo Hyun	Aug. 1958	Dec. 1960	M.A.P.A.	1960	Part-time Lecturer	Research Methods
Lee, Woong Keun	Sept. 1957	Aug. 1958	Master's candidate		Part-time Lecturer	Accounting
Park, Jong Han	July 1958	Sept. 1960	M.A.P.A.	1960	Part-time Lecturer	Government Purchasing
Rhee, Hae Won	Aug. 1958	Aug. 1959	Master's candidate		Part-time Lecturer	Planning
Rho, Yung Hee	Aug. 1957	Aug. 1958	Master's candidate		Assistant Professor	Local Government
Suh, Bong Chan	Aug. 1958	July 1959	Master's candidate		Part-time Lecturer	Educational Administration
Suh, Won Woo	Aug. 1957	Dec. 1959	M.A.P.A. Ph.D. candidate	1959	Part-time Lecturer ⁽³⁾	Public Law
Yu, Hoon	Aug. 1957	Aug. 1959	M.A.P.A. Ph.D. candidate	1959	Assistant Professor	Public Financial Administration

(1) Ph.D. degree expected to be conferred Summer 1962.

(2) Removed for non-completion of military service. Reinstatement expected. Currently studying at the University of Minnesota.

(3) Removed for non-completion of military service. Reinstatement expected.

APPENDIX B

University of Minnesota Advisers and Staff
at the
Graduate School of Public Administration

<u>Name</u>	<u>Date of Arrival</u>	<u>Date of Departure</u>	<u>Assignment</u>
Stuart A. MacCorkle	March 1958	April 1960	Principal Adviser
Leigh W. Hunt, Jr.	August 1958	August 1960	Library Adviser
William O. Farber	August 1958	January 1959	Research Adviser
Elsie G. Hagelee	February 1959	July 1961*	Secretary
William F. Larsen	June 1959	June 1961	Personnel Administration Adviser
John A. Dettmann	July 1959	August 1960	Accounting Adviser
Elwyn A. Mauck	August 1959	June 1962	Organization and Management Adviser (1959-1960); Principal Adviser (1960-62)
Glenn D. Paige	September 1959	September 1961	Research Adviser
Arthur M. Borak	September 1959	September 1960	Financial Administration Adviser
Lloyd M. Short	July 1961	June 1962	Academic Instruction Adviser

*Transferred to office of Chief Adviser

APPENDIX C

Chief Administrative Officers
of the
Graduate School of Public Administration

I. Dean

Shin, Tai Whan	1959-1960
Yi, Pyeng Do (Acting)	1960-1961
Lee, Yong Hee	1961-1962
Kim, Chung Han	1962-

II. Assistant Dean

Lee, Sang Jyo	1959-1960
Bark, Dong Suh	1960
Suh, Won Woo	1960-1961
Yu, Hoon	1961-1962
Ahn, Hae Kyun	1962-

III. Director of Library

Ahn, Hae Kyun	1959-
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IV. Director of Research Center

Kim, Hae Dong	1959-
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V. Chief, General Affairs Section

Hahn, Tae Heun	1959-1960
Kim, Han Bai	1960-

APPENDIX D

Current Curriculum of
the Graduate School of Public Administration*

The courses offered by the Graduate School of Public Administration include both required and elective courses, and each course carries two hours of credit. Thus the normal course load consists of six courses each semester during the first year and two courses during the first semester of the second year. These courses and their sequence are as follows:

A. First Semester of the First Year Curriculum

(a) Required Courses

Korean Government Organization and Management	Research Methods Statistics
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(b) Elective Courses (Two to be selected)

Administrative Law	Local Government
Comparative Public Administration	Social Psychology
Constitutional Law	Social Welfare Administration
International Administration	Selected Problems in Jurisprudence
	Selected Problems in Public Administration

B. Second Semester of the First Year Curriculum

(a) Required Courses

Accounting Financial Administration	Personnel Administration
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(b) Elective Courses (Three to be selected)

Foreign Aid Administration	Selected Problems in Political Science
Government Enterprises Planning	Selected Problems in Public Administration
Political Behavior	Seminar in Local Government
Public Relations	Seminar in Public Law
Research Projects	

C. First Semester of the Second Year Curriculum (Two to be selected)

(a) Required Seminar (One to be selected as minimum requirement)

Seminar in Financial
Administration

Seminar in Personnel
Administration

Seminar in Organization and
Management**

(b) Elective Courses

(All shown in A (b) above, plus the following seminar)
Seminar in Accounting

D. Second Semester of the Second Year Curriculum

Normally no courses will be taken during the second semester of the second year. Students will concentrate on their internships and on the preparation of their theses.

*Elective courses to be added during the next year will include (a) Economic Analysis, (b) Economic Growth, (c) Comparative Government, (d) International Relations, (e) Work Simplification, and (f) Seminar on Planning.

**Offered also as elective in second semester of first year.

APPENDIX E

Thesis Titles of the School's Graduates

<u>Name</u>	<u>Thesis Title</u>
<u>I. Class of 1961</u>	
<u>(a) Public Personnel Administration</u>	
1. Cha, Yoo Bai	The Possibilities of Wage Increases for Public Officials
2. Chai, Sung Sil	Human Relations in Management
3. Cho, Sun Jae	Some Problems of the ROK Military Pay System
4. Han, Baik Whang	The Relation of In-Service Training to Public Personnel Administration
5. Huh, Sung Joon	The Influence of Staff Unions on Personnel Administration
6. Kim, Bong Kyu	Political Neutrality of Public Officials in Korea
7. Kim, Chan Dong	Political Neutrality of the Civil Service in Korea
8. Kim, Dong Il	The Influence of Human Relations on Administration
9. Lee, Dal Hee	Morale of Korean Government Employees in Terms of Human Relations
10. Lee, Heung Keun	Effective Human Organization in the Ministry of National Defense
11. Lee, Hyun Sung	Problems of Personnel Systems in International Civil Service
12. Lee, Jae Seok	A Study of Morale
13. Lee, Young Whe	The Compensation System for Public Officials
14. Oh, Suk Hong	The Public Personnel System in the Korean Government
15. Shin, Jai Myung	Reforming the Wage System in Communication Enterprises
16. Son, Chang Kyu	The Reform of Army Personnel Administration
17. Song, Kyem Ho	Social Conflicts in Administrative Organization -- A Case Study in the Atomic Research Institute
18. Yoon, Won Joong	The Compensation System for Public Officials
<u>(b) Public Financial Administration</u>	
19. Cho, Byung Moon	Budget Preparation and Execution in the Ministry of Justice
20. Chung, Sang Yong	The Necessity for Adopting a Budget Control System
21. Han, Dong Woo	Land Tax Administration

<u>Name</u>	<u>Thesis Title</u>
22. Kim, Kee Moon	Financial Problems of the UN
23. Lee, Chang Sei	A Modernization Process for ROK Financial Administration
24. Lee, Kee Soo	Local Finance in Korea
25. Lee, Soo Nyong	Reclassification of the Budget
26. Ro, Choon Woo	Planning and Managing a Defense Budget for the Economic Development of Korea
27. Whang, In Jung	Reforming the Present Budgeting System

(c) Organization and Management

28. Chang, Sung Tae	A Study of Informal Organizations
29. Chun, Kyung Woo	The Present Status of Seoul City Administration
30. Kim, Dong Won	The Development of Scientific Management
31. Kim, Jung Hyun	Administrative Management and the Inspection System in Korea
32. Kim, Kyoo Jung	Technical Aspects of Administration
33. Lee, Chi Up	Work Measurement and Standardization in Public Administration
34. Oh, Sung Sik	How to Improve Korean Local Government
35. Park, Chin Suk	Decision Making in Democratic Administration -- Its Nature and Process
36. Park, Jung Hoon	Problems of Leadership by the Chief Executive in Korea
37. Shin, Doo Bum	A Public Administration Approach to the Study of Government Corporations
38. Shin, Yong Kuk	A Study of Organization to Increase Management Efficiency.

(d) International and Comparative Administration

39. Jung, In Yong	Problems of Foreign Capital Investment in Korea
40. Kim, Chai Ho	Privileges and Immunities for International Civil Servants
41. Kim, Tae In	The Development of Small Industries in the Industrialization of England
42. Kim, Un Soo	Improvement of International Contract Administration
43. Lee, Chang Hoon	The ICA Technical Training Program in Korea
44. Lee, Suck Bong	The Influence of Party Platforms on Public Administration -- Especially in England, 1945-1951
45. Park, Woo Hee	Economic Cooperation Through International Agencies
46. Suh, Jung Whan	Foreign Investment and the Development of Korean Farms

<u>Name</u>	<u>Thesis Title</u>
47. Suh, Won Sok	Financial Administration in Hong Kong
<u>(e) Public Relations, Pressures and Public Opinion</u>	
48. Cho, Don Joon	Government and Public Relations
49. Ha, Jae Ku	The Role of Pressure Groups and Some Characteristics of Lawyers' Organizations in Korea
50. Rhee, Tong Chin	The Basic Characteristics of Public Opinion Formation and Propaganda
51. Yoo, Hae In	The Teachers Union Movement in Korea
<u>(f) Administration of Functional Areas</u>	
52. Bae, Kyu Song	Agricultural Census Planning
53. Chang, Suk Won	The Process of Criminal Investigation
54. Cho, Sung Kun	The System of the Military Force Construction Administration
55. Cho, Sung Ok	Decentralized Administration of Seoul National University
56. Cho, Sung Rae	Current Status of Grain Administration and its Improvement
57. Choi, Young Sup	General Principles of Planning and the Management of ROK Military Establishments
58. Joo, Nak Chul	The Career Military Service System
59. Jung, Ho Taik	Coal Production Management in Korea
60. Kang, Suk Kee	The Task of Educational Administration
61. Kim, Byung Yul	Problems of Normal School Administration
62. Kim, Han Sang	Election Administration of Local Autonomous Bodies
63. Kim, Suck Ku	Reorganization of the Military Defense Structure
64. Ko, Yong Bo	Reorganization of the Civil Air Transport in the Ministry of Transportation
65. Lee, Kyung Bok	The Management of Profits in Business Enterprises
66. Lee, Won Ho	Some Problems of Penal Administration
67. Lee, Yang Soon	A Power Development Plan and Economic Development in Korea
68. Park, Dong Yul	Reformation of the Military Defense Structure of Korea
69. Park, Hyun Shik	The ROK Military Planning System
70. Suh, Jung Wook	Organization and Management of the Board of Audit of Korea
71. Whang, Kap Son	An Economic Development Plan and Government's Role for Southeast Asia Countries

<u>Name</u>	<u>Thesis Title</u>
72. Yoon, Sang Son	Modern Marine Transportation and the Scope of Korean Marine Transportation
<u>(g) Accounting and Statistics</u>	
73. Hong, Myun Hoo	The Fixed Assets Accounting Process in Transportation Enterprises
74. Kim, Byung Joon	Laws and Regulations Necessary for an Enterprise Accounting System in Transport Operations
75. Kim, Jong Kee	Transportation Accounting Changes to an Enterprise System
<u>(h) Miscellaneous</u>	
76. Jung, Whan Kuk	The Planning for Foreign Exchange Earnings in Korea from Non-Trade Sources
77. Kang, Sin Tak	Community Development in the Philippines
78. Kim, Jang Do	A Study of a Political Campaign
79. Koo, Yong Woon	The Labor Management System and the Labor Standards Act
80. Kwon, Yung Chan	The Korean Farm Economy and the Agricultural Cooperative Movement
81. Lee, Ho Kyung	The Effect of Lee Dynasty Bureaucracy on Korean Modernization
82. Lee, Kyu Wan	Devices for the Solution of Farmers Usury
83. Park, Jong Kuk	The Influence of Modern Bureaucracy on Politics
84. Park, Wan Ki	Financial Problems of Small and Medium Scale Industry
85. Shim, Ui Hyuk	On the Political System of the Lee Dynasty
86. Song, Joo In	Korea's Resettlement and Assimilation Projects and its Home and Cottage Industry
87. Yoon, Ki Sun	The Formation of Policy

II. Class of 1962

(a) Public Personnel Administration

1. Bark, Chong Sup	The New Civil Service System in Korea
2. Cho, Nam Joon	Several Factors Affecting Morale
3. Choi, Kag	A Study of Performance Rating
4. Chung, Kyu Ho	The Personnel Record System
5. Hahn, Keun Bai	Officials Training, Especially in COTI
6. Kang, Min Koo	Personnel Administration in Korea, Especially in the Bureau of Statistics
7. Kim, Chong Ho	Retirement by a System of Classes

<u>Name</u>	<u>Thesis Title</u>
8. Ko, Shi Chun	Reform of Personnel Management in Enterprises of the Commerce and Industry Ministry
9. Lee, Hai Choi	Research in Morale
10. Lee, Moon Sang	A Study of Performance Rating
11. Uhm, Bin	Reform of the Korean Civil Service
12. Yu, Chong Hai	Professional Training Programs in Korea

(b) Public Financial Administration

13. Hwang, Myung Chan	Theory and Fact in Performance Budgeting
14. Hwang, Woon Yong	The Development of Local Finance, Especially the Local Tax System
15. Kim, Ki Bong	Introduction of the Internal Budgeting Control System in Government Corporations
16. Kim, Kong Yul	The Procedure of Budgeting for Efficient Management
17. Ko, Suk Hong	Management of Government Procurement
18. Ko, Suk Won	The Performance Budgeting System
19. Kwon, Yun Sang	Effects of Tax Exemptions on Tax Receipts
20. Lee, Soo Yong	Budget and Fiscal Policy
21. Moon, Kwang Chun	A Study of the Controller System
22. Shin, Chang Woo	Consumption Tax Administration, Especially the Commodity Tax in Korea

(c) Organization and Management

23. Bark, Joon Nam	Modernizing the Administration of Local Agencies in Korea
24. Chang, Ki Hoon	Rationalization for Full Strength of Management through Better Utilization of Manpower
25. Cho, Nam Chul	Ideal Leadership
26. Chung, Tong Hyun	Reforming Contract Administration for Government Projects
27. Han, Bong Soo	A Case Study of the Process of Establishing the Government Planning System
28. Han, Jong Won	A Reexamination of Monopoly Management
29. Hong, Jong Ki	Boundaries of Local Government -- Reforms of City, Eup and Myon
30. Kim, Dong Sung	Reorganization of Government Corporations
31. Ko, Jun Yong	Municipal Administration and Planning
32. Kwon, Oh Sang	A Study of Management Analysis
33. Lee, Chai Hyun	Communication Behavior of Top Management in Korea
34. Lee, Won Woo	Leadership Techniques in Organization and Management

Name

Thesis Title

(d) International and Comparative Administration

- | | |
|---------------------|---|
| 35. Kang, Chong Won | A Study of International Technical Cooperation |
| 36. Kim, Yung Sup | U.S. Aid in Korea's Economic Development |
| 37. Lee, Chu Yong | The Administration of Foreign Affairs--A Comparative Study Focusing on Recruitment and Training |
| 38. Yang, Tai Kyu | Reciprocal Aid and Multilateral Aid |

(e) Public Relations, Pressures and Public Opinion

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| 39. Chung, Yun Back | Government Public Relations |
| 40. Lee, Kye Ik | Students and Social Change, a Study of SNU Students' Images of East and West Blocs |
| 41. Nam, Sung Hyon | The Function and Practice of Public Relations |

(f) Administration of Functional Areas

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| 42. Bark, Han Ik | Improving the Quality of ROK Navy Officers |
| 43. Choi, Jae Chan | The National Construction Project |
| 44. Chung, Man Soo | Organization and Management of Education |
| 45. Han, Yong Hwan | Economic Development in an Underdeveloped Country and the Role of its Government |
| 46. Huh, Jai Yong | Reform of Housing Administration in Korea |
| 47. Jin, Jung Soo | The Medium Plan in the Armed Forces |
| 48. Kim, Jong Hoi | Administration of Women's Welfare Activities |
| 49. Kim, Jong Ik | Management of Electric Utilities in Korea |
| 50. Kim, Suh Hyun | Administration of the Petroleum Industry |
| 51. Ko, Il Suk | Human Rights and Efficiency in Judicial Administration |
| 52. Lee, Chang Jin | The Afforestation Policy in Korea |
| 53. Lee, Myong Keun | A Study of School Administration |
| 54. Moon, Myung Rin | Rationalization of Management and Reorganization of Labor Administration |
| 55. Yu, Sang Keun | Agriculture and Forestry Administration |
| 56. Yu, Yon Tai | Agriculture and Forestry Administration in Korea |

(g) Accounting and Statistics

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|---------------------|--|
| 57. Cho, Seung Il | The Promotion System for Army Officers |
| 58. Han, Jong In | The Economic Character Classification in the Korean Budget |
| 59. Kang, Kyong Koo | Underdeveloped Statistical Administration in Korea |

<u>Name</u>	<u>Thesis Title</u>
60. Kim, Chong Ok	Efficient Management of National Defense Expenditures and Reforming the Accounting System
61. Kim, Chung Yol	Reorganization of Communication Activity Accounts into an Enterprise Accounting System
62. Kim, Hai Ryong	The Auditing System in Government Enterprises in Korea
63. Kim, Ji Chan	A Study of the Auditing System
<u>(h) Miscellaneous</u>	
64. Kim, Bong Ki	A Comparative Study of Political Communications

APPENDIX F

Positions Currently Held by the School's 1961 Graduates

<u>Agency</u>	<u>Day Class</u>	<u>Evening Class</u>
<u>I. In ROK Ministries and Top Government Agencies</u>		
Supreme Council(a)	1	1
Inspection Commission		1
Planning and Control Office		1
Economic Planning Board	2	3
Office of National Construction(b)		2
National Reconstruction Movement	1	
Veterans Administration		1
Ministry of: Agriculture and Forestry	1	1
Commerce and Industry	1	3
Communication		2
Education		2
Finance	5	
Foreign Affairs	1	
Home Affairs		2
Justice		3
Public Information	1	1
Social Affairs and Health		1
Transportation	1	3
<u>II. In ROK Government Enterprises and Local Government</u>		
Government Banks		2
Public Utilities Operated by Government	1	
Government Operated Industrial Plants(c)	1	1
City of Seoul		3
Provincial Governments		2
<u>III. In ROK Military Establishments</u>		
Army	3	2
Navy		2
Air Force	2	1
Marine Corps		2
<u>IV. In Educational Activities</u>		
Higher Education(d)		4
Middle and High Schools	2	
Central Officials Training Institute	1	
Graduate Study Abroad	2	

<u>Agency</u>	<u>Day Class</u>	<u>Evening Class</u>
<u>V. Miscellaneous</u>		
Private Business	1	5
U.S. Operations Mission to Korea		1
Korean Association for Public Administration	1	
Unemployed	5(e)	2(f)
	<hr/> 33	<hr/> 54

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- (a) Includes a Council member
 - (b) Includes the agency Director
 - (c) Includes President, Chungju Fertilizer Company
 - (d) Includes one college dean
 - (e) Awaiting clarification of military service status
 - (f) Removed from office by the military government

APPENDIX G

Other Professional Activities of the Permanent
Teaching Staff Members of the School

Hae Kyun Ahn

Adviser to the Committee on the Military Career System, Republic of Korea Army, April-June, 1961.

Member of the Committee on Governmental Corporation Management, Ministry of Commerce and Industry, June 1961-March 1962.

Lecturer in Public Administration, Seoul City Government Training Institute, April 1961-January 1962.

Member of the Local Administration Research Committee, Ministry of Home Affairs, August-October, 1961.

Research Consultant, Survey of Opinion on Local Administration, Ministry of Home Affairs, August-December, 1961.

Research Consultant, Police Administration Survey, Ministry of Home Affairs, December 1961-January 1962.

Adviser to the President of the Korea Electric Company, August 1961-.

Lecturer in Human Relations, Central Officials Training Institute, February 1962-.

Advising Professor of the National Police Academy, February 1962-.

Member of the Board of Directors, Korean Association for Public Administration, November 1961-.

Dong Suh Bark

Specialist Member of the Political Subcommittee, Planning Committee, Supreme Council for National Reconstruction, July-October, 1961.

Member of Civil Service Training Committee, Ministry of Cabinet Administration, August 1961-.

Member of the Board of Directors, Korean Association for Public Administration, November 1961-.

Member of the Training Materials Editing Committee, Central Officials Training Institute, December 1961-.

Advising Professor in Public Administration, Central Officials Training Institute, December 1961-.

Suk Choon Cho

Member of the Committee on the Improvement of Financial Administration, Ministry of Finance, June-July, 1961.

Member of the Administrative Management Committee, Ministry of Cabinet Administration, June-August, 1961.

Member of the Citizen's Advisory Council of the City of Seoul, July 1961-.

Chong Ki Choi

Specialist Member of the Evaluation Subcommittee, Planning Committee, Supreme Council for National Reconstruction, July-November, 1961.

Specialist Member of the Foreign Affairs and National Defense Subcommittee, Supreme Council for National Reconstruction, November 1961-.

Member of the Personnel Affairs Committee, Ministry of Finance, July 1961-.

Executive Director, the Korean Association of International Relations, March 1961-.

Councilor, the Korean Association of International Law, August 1959-.

Hae Dong Kim

Member of the Administrative Management Research Committee, Ministry of Cabinet Administration, June-August, 1961.

Member of the Local Administration Research Committee, Ministry of Home Affairs, August-October, 1961.

Vice Chairman of the Research Subcommittee, Public Information Advisory Committee, Ministry of Public Information, April 1962-.

Advising Professor of the National Police Academy, February 1962-.

Member of the Enhancement Committee for a Citizen's Charter, February 1962-.

Member of Training Materials Editing Committee, Central Officials Training Institute, December 1961-.

Member of the Board of Directors, Korean Association for Public Administration, November 1961-.

Yung Hee Rho

Member of the Local Administration Research Committee, Ministry of Home Affairs, October 1960-.

Member of the Personnel Subcommittee of the Administrative Management Research Committee, Ministry of Cabinet Administration, June-August, 1961.

Member of the Tax System Survey Committee, Ministry of Finance, June-August, 1961.

Member of the Higher Civil Service Selection Committee, Ministry of Cabinet Administration, July 1961-.

Member of the Local Government Structure Survey Committee, Planning Committee, Supreme Council for National Reconstruction, August-November, 1961.

Member of the Municipal Administration Advisory Committee, August 1961-.

Hoon Yu

Member of the Tax System Survey Committee, Ministry of Finance, June-August, 1961.

Member of the Committee on the Improvement of Financial Administration, Ministry of Finance, June-July, 1961.

Member of the Committee on Improvement of the Governmental Accounting System, Ministry of Finance, July 1961-March 1962.

Member of the Budget and Accounting System Deliberation Committee, Economic Planning Board, April 1962-.

Member of the Training Materials Editing Committee, Central Officials Training Institute, December 1961-.

APPENDIX H

Selected Publications of Project-Trained Faculty Members

I. Books (Original--in Korean)

Dong Suh Bark. Historical Development of the Bureaucracy in Korea (1961), 330 pp.

_____ . Public Personnel Administration (1962), 350 pp.

Woon Tai Kim. Essentials of Public Administration (1959), 610 pp.

_____ . Essentials of Political Science (1961), 573 pp.

Sang Jyo Lee. Introduction to Public Administration (1959), 392 pp.

_____ . Introduction to New Political Science (1961), 391 pp.

_____ . New Public Administration (1961), 556 pp.

_____ . Office Management (1962), 254 pp.

Sang Jyo Lee, Won Woo Suh, Hoon Yu, et al. Lectures in Public Administration (1960), 354 pp.

Woong Keun Lee. Lectures on Accounting (1959), 250 pp.

_____ . Introduction to Accounting (1962), 280 pp.

Yung Hee Rho. Local Administration (To be published in 1962).

Hoon Yu. Introduction to Public Administration (1961), 415 pp.
Second Edition (1962), 543 pp.

II. Books (Translations into Korean. First date indicates year of published translation; the second is the year of original publication.)

- Hae Kyun Ahn, co-translator (1960). Carl J. Friedrich, The Philosophy of Law in Historical Perspective (1958).
- Chong Ki Choi (1960). Abraham H. Feller, The United Nations and World Community (1953).
- Hae Dong Kim (1959). William J. Goode and Paul K. Hatt, Methods in Social Research (1952). (In part only).
- Woon Tai Kim (1962). P. Pigors and C. A. Myers, Personnel Administration (1956).
- Joung Sik Lee, co-translator and compiler (1960). The Basic Theory of Political Behavior. (Collection of articles from American journals).
- Woong Keun Lee, co-translator (1960). O. H. Brownlee and E. D. Allen, Economics of Public Finance (1953).
- Yung Hee Rho (1960). National Civil Service League and National Municipal League, A Model State Civil Service Law (1953).
- Bong Chan Suh, co-translator (1961). Dwight Waldo, The Study of Public Administration (1955).
- Won Woo Suh (1960). O. Glenn Stahl, Public Personnel Administration (1960). (In part only).

III. Articles and Monographs (Original--in Korean)

- Hae Kyun Ahn. "The French and German Civil Service Systems,"
Examination World, Spring, 1960.
- _____. "Public Relations," Local Administration, August-
November, 1960.
- _____. "The Basic Idea of Liberal Democracy," Dawn, September,
1960.
- _____. "Administrative Reorganization," Dawn, October, 1960.
- _____. "The Paradox of the Higher Civil Service Examinations,"
Examination World, December, 1960.
- _____. "New Personnel Management," Electric Power, Spring,
1961.
- _____. "Various Approaches to the Study of Public Administra-
tion," Examination World, June, 1961.
- _____. "The Divine Theory of Managerial Right," Business
Management, August, 1961.
- _____. "Status and Prospects of the Graduate School of Public
Administration," Law and Politics, March, 1962.
- _____. "Location and Mission of the Graduate School of
Public Administration," Judicial Administration, April, 1962.
- Dong Suh Bark. "Personnel Administration and the Compensation System,"
Local Administration, November, 1959.
- _____. "Historical Development of the Theory of Public
Administration," Law and Politics, December, 1959.
- _____. "Public Personnel Administration," Local Administration,
January-October, 1960.
- _____. "Reforming the Civil Service System," Law Monthly,
July, 1960.
- _____. "Position Classification and the Compensation System,"
Journal of the National Assembly, July-August, 1960.

- _____. "Public Relations and the Families of Employees," Business Management, October, 1960.
- _____. "Characteristics of the Korean Civil Service Commission," Law and Politics, April, 1962.
- Suk Choon Cho. "Public Administration and Private Administration," Business Management, April, 1961.
- _____. "The Study of Organization and Decision-Making Theory," Journal of Public Administration, June, 1961.
- _____. "Effects of the Election of Provincial Governors on Administration," Local Administration, June, 1961.
- _____. "Municipal Planning and the City of Seoul," Local Administration, July, 1961.
- _____. "Work Simplification in the Government," Local Administration, August, 1961.
- _____. "Nature of the Management System," Business Management, November, 1961.
- _____. "Current Tendencies of Japanese Local Administration," Local Administration, December, 1961.
- _____. "Current Tendencies of Local Administration in South-east Asia," Local Administration, February, 1962.
- _____. "Public Administration and Business Administration," Business Management, April, 1962.
- Chong Ki Choi. "Book Review: International Civil Service: Principles and Problems by Tien-cheung Young," Journal of International Law Association, September, 1959.
- _____. "The Administration of Foreign Affairs," Educational Lectures, January-March, 1960.
- _____. "The 1960 Budget of the United Nations," Law and Politics, March-April, 1960.
- _____. "Problems of UN Administration," Journal of International Law Association, April, 1960.
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- _____ . "International Administration," Legislation, Ministry of Cabinet Administration, August-September, 1960.
- _____ . "Privileges and Immunities of International Officials," Journal of International Law Association, September, 1960.
- _____ . "Problems of International Administration," Law Monthly, September-October, 1960.
- _____ . "The United Nations and Economic and Social Welfare," Law and Politics, October, 1960.
- _____ . "The 1961 Budget of the United Nations," Examination World, Vol. 46, December, 1960.
- _____ . "Administrative Agreements and Sovereignty," Journal of the House of Representatives, March, 1961.
- _____ . "The Plan to Reform Administrative Organization," Journal of the House of Councilors, May, 1961.
- _____ . "Problems of Resources Supply," World of Thought, March, 1962.
- Hae Dong Kim. "Administrative Research," Local Administration, February-September, 1960.
- Tae Choon Kim. "Administration and Statistics," Local Administration, November, 1959.
- _____ . "Administrative Statistics," Local Administration, January-July, 1960.
- Woon Tai Kim. "Making Administrative Organization Scientific," Local Administration, November, 1959.
- _____ . "Public Enterprise," Local Administration, January-August, 1960.
- _____ . "The Characteristics of Leadership in India," World of Thought, July, 1961.
- _____ . "Observations on the Consciousness of Democracy and a Self-Governing Spirit from the View of Political Psychology," World of Thought, January, 1962.
- _____ . "The Characteristics and Methods of Efficient Operation of Local Government," Journal of the Supreme Council for National Reconstruction, Vol. 7, 1962.
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Joung Sik Lee. "Pressure Groups in France," World of Thought,
April, 1959.

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August, 1959.

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of Thought, June, 1961.

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Thought, July, 1961.

Sang Jyo Lee. "The United States Civil Service System," Law and
Politics, January-February, 1959.

_____. "Basic Problems of Administrative Management,"
Local Administration, March, 1959.

_____. "Budgetary Problems of Public Administration,"
Local Administration, June-August, 1959.

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_____. "Regional Administration," Local Administration,
February-May, 1960.

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June, 1960.

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World, October, 1960.

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October-November, 1960.

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Organizational Reform," Business Management, January, 1961.

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June-July, 1961.

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February, 1961.

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- Chong Han Park. "Joint Management and Individual Management," Business Management, March, 1962.
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- _____ . "Contents and Critique of the State Council Decree on the Revised Appointment System for Government Officials," Local Administration, May, 1961.
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- Hoon Yu. "Making the Budget Scientific," Local Administration, November, 1959.
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- _____ . "How Shall Public Administration be Studied?" Law and Politics, March, 1960.
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- _____ . "The General Account and the Special Account," Local Administration, November, 1960.
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- _____ . "The Administrative Committee," Law and Politics, June, 1961.
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